

17 September 1982

NOTE FOR THE RECORD

SUBJECT: Some Past History Concerning NIOs and the DDO

CA

1. A formal review system existed during part of 1976, in which CA proposals were forwarded to the NIOs (and to a few other special CIA addressees) for comment.

-- Available files show that from 22 July to 16 November 1976 some 11 DDO proposals were sent to Dick Lehman. The particular proposals -- most of them fairly benign -- originated in various Divisions: AF, EA, EUR, NE, LA.

-- Dick (or [redacted]) responded in each case. Ten of these memos of comment concurred in the proposed action (sometimes with some suggestions for sharpening or clarifying the proposals); in one case (19 August 1976), [redacted] suggested that the authors take another look at the project, decide for sure whether it was worth the money (\$400 thousand), and if so prepare a more convincing justification.

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-- The earliest item in available files is an AF proposal dated 22 July 1976 ([redacted]). The last such item is a 16 November 1976 EA proposal [redacted] -- and an RL concurrence. There the file stops, with no clue as to why, or whether this formalized system of NIO review of CA proposals was to continue.

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2. A file item of 26 February 1976, a George Carver (draft) memo to the NIOs: "Colby's concept [in having established the NIO system in 1973] was that each NIO would be accountable to him, as DCI, for the entire range of the Intelligence Community's performance (Emphasis added).

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3. A file item of 4 June 1976, a DCI George Bush memo to the NFIB, "Guidelines for National Intelligence Production." This piece, which explains the responsibilities of the NIOs, makes no mention at all of DDO or CAs, and pretty much confines the NIO role to the production of national intelligence.

4. A file item of 3 October 1972, a DCI memo (Colby) to the USIB Principals, establishing the NIO system. This piece contains no statement concerning DDO, CAs, or "the entire range" of US intelligence.

5. A file item of 28 January 1976, a Lehman memo (Secret/Sensitive, to Mike Duval, Assistant to the Counsellor to the President) on "Covert Action Material." (This was shortly before RL succeeded Carver as the chief of the NIOs). The White House had apparently asked if some CIA materials could be made public or used privately by the President. RL responded that three cases might (reluctantly) be made public. [redacted]

[redacted] The RL memo described these and 10 additional (no-no) CA's (about one page, each), adding that CIA would have no problem "with the proposal that the President use this material in confidential discussions with trusted and influential persons sympathetic to need for covert action." [The 13 cases described did not include any turkeys].

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6. The following from [redacted] (now of CRES, was the Exec for the NIOs from 1973-76),

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-- Were the responsibilities of the NIOs meant to include DDO matters? [redacted]: It depended on the DCI and the Chief of the NIOs. Colby definitely wanted the NIOs' work to include the DDO, stating that for their particular portfolios the NIOs should consider themselves to be alter egos for "where, I the DCI, sit in this chair." [redacted] view on this point checks with Carver's (para. 2, above), re the "entire range" of the intelligence business. [redacted] adds that the degree to which Colby's idea was realized in actual practice, however, depended on particular DDO division chiefs and the particular NIO. In a few cases, things seemed to go o.k. But by and large, DDO types kept the NIOs at arms length, the DDI didn't want the NIOs more knowledgeable than the DDI about the DDO, and neither DIA nor NSA liked the idea either. In any case, when Dick Lehman succeeded Carver in 1976, he (Dick) felt that the realm of the NIOs should for the most part be confined to non-DDO matters. So did Bush, according to [redacted]. [redacted] understanding is that that philosophy more or less obtained until the advent of the present DCI.

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-- Also, for about three years after the NIOs were established, there was an NIO/SA (an NIO of DDO extraction

whose portfolio was Special Activities). This job was held first by Dave Murphy and then Barry Kelly. "Special Activities" meant largely an attempt to bring special and next generation technical tradecraft collection efforts into much closer coordination with the DDO and the DDI.

[redacted] feels that this was a useful undertaking, but that an SIO/SA was the wrong place to stick this effort. In any event, the function moved in 1976 or 1977 to other precincts, and now has evolved into certain of the special activities that are run out of the EXDIR's office and the EXCOM.

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7. Dick Lehman and [redacted] (NIOs' exec, 1976-1979) will both be the source of additional light on these questions. Both are on leave at the moment.

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